

Gender pay gap report

MARCH 2021

cardfactory



Declaration

In this report, we present our fourth year of gender pay gap information from the pay period that includes April 5th 2020 (the snapshot date) in line with requirements.

It is based on average hourly pay rate comparisons, and includes data that covers all eligible Card Factory colleagues within the UK (including Northern Ireland) who are employed by Sportswift Ltd.

It should be noted that – due to colleagues being on furlough, with Card Factory classed as a ‘non essential retailer’ – only 3% of colleagues are eligible for inclusion in this report, which significantly affects the information reported and is in no way representative of our business when all colleagues are taken into account.

Most importantly, we pay all hourly colleagues equally, regardless of gender, and our overall approach to pay is gender neutral by design.

Finally, we confirm that the information and data is accurate and in line with mandatory requirements.



A handwritten signature in black ink, appearing to read 'D Willson-Rymer'.

Darcy Willson-Rymer, CEO

Foreword

Our mission is to help customers celebrate their life moments.

We do this by providing products that are affordable and available to everyone. As a result of our vertically integrated business, we design, make, move and sell the majority of products our customers see in store and online.

Our colleagues are at the heart of this unique proposition and we believe that creating a diverse and inclusive workforce is not only the right thing to do, but allows us to best understand and meet the needs of our diverse range of customers.

While this year's Gender Pay Gap Report is significantly skewed through the omission of 97% of our workforce, we recognise that we can do more to encourage and support diversity in all its forms.

Our recent pledge as a founding signatory to the British Retail Consortium's newly-formed Diversity and Inclusion Charter demonstrates our commitment to doing so and to helping creating a truly diverse Retail industry.



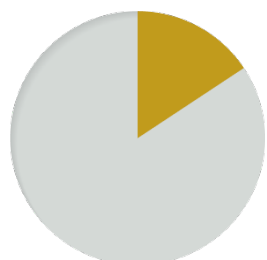
A handwritten signature in black ink, appearing to read 'Jen Lawrence'.

Jen Lawrence, Executive Director - People

Measuring the pay gap

Difference between men & women	Mean Average	Median Middle
Gender pay gap	33.6%	17.2%
Gender bonus gap	50%	0.0%

Year on year note:



Last year's reported figure
13.6%



This year's figure
33.6%

Understanding the pay gap

Only 3% of our colleagues are eligible for inclusion in this year's report, which significantly affects this year's figures and is in no way representative of our business when all colleagues are taken into account. For context, last year's reported figure of 13.6% is more reflective of what we'd expect our actual gender pay gap to be.

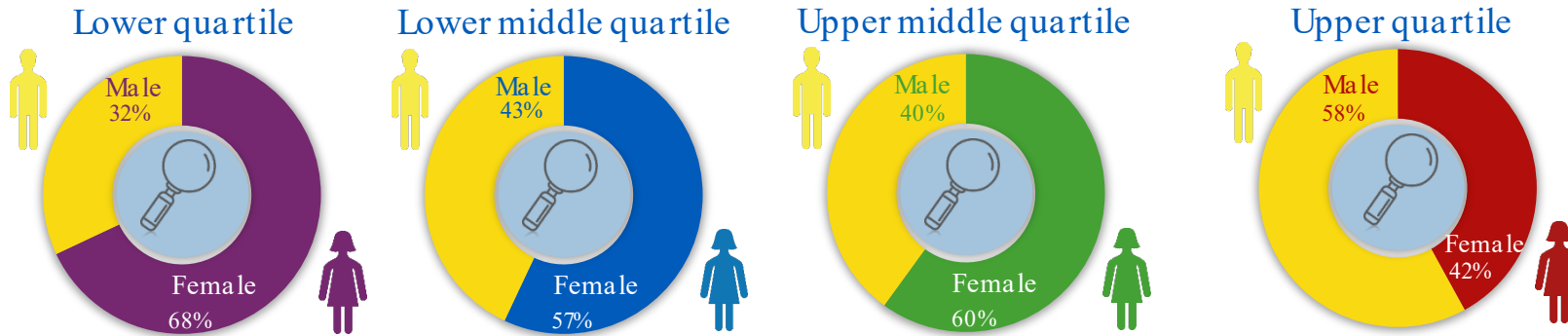
The majority of colleagues in our business are female, with many working in our stores where the most common role is Sales Assistant. Store colleagues, who are excluded from this year's report as a result of being on furlough, represent 90% of our employee base.

This year, the 3% of colleagues included in the data are mainly from our Support Centre, where standard pay rates are typically higher and where males hold the most senior roles, which is why our gender pay gap is higher than in previous reports. We are working hard to further improve diversity within our senior team, as part of our overall diversity and inclusion agenda.

“ Importantly, all our standard roles have equal pay for male and female colleagues doing the same work in the same role, all hourly paid colleagues are paid equally, regardless of gender, and our overall approach to pay is gender neutral by design. ”

	Original			Considering Exclusions			Percentage Included
	Female	Male	Sub Total	Female	Male	Sub Total	
Retail	7073	1308	8381	0	0	0	0%
Warehouse	140	96	236	16	16	32	14%
Support Centre	231	166	397	126	78	204	51%
Senior	6	23	29	5	18	23	79%
Total	7450	1593	9043	147	112	259	3%

Gender demographics per quartile



Looking forward

We are committed to creating a workforce that is diverse and inclusive, provides equal opportunities for everyone to progress, and which is reflective of the environment we trade in and the customers we serve. This will continue to be a priority for Card Factory and we have outlined some clear actions that will support us in achieving these goals. To that extent, this year we became a founding signatory, alongside 50 other leading retailers, to the British Retail Consortium's Diversity and Inclusion Charter, which aims to take decisive action to improve diversity practices across the retail industry. As a result of this pledge we will:

- Appoint a Diversity and Inclusion Executive.
- Improve recruitment practices to remove bias.
- Collect and contribute data on diversity.
- Create a respectful and inclusive work environment.
- Ensure all line managers are responsible for supporting equity in the workplace.

In addition, we will:

- Launch a new five-year Diversity & Inclusion strategy later in 2021, which will see Card Factory continue to support female talent through our Women in Leadership initiative, so that we further create an inclusive workplace that attracts female talent in leadership positions and supports equal opportunities for internal progression and development, particularly in senior roles where females remain under represented.
- Champion balanced shortlists when recruiting.
- Continue to support flexible working, job shares and 'smart working' to support work life balance and ensure flexibility is not an alternative to progression.